

LEADER-CENTRIC WARFARE



Dr Mark Moyar
CGSC, MAY 2010

Outline

I. The Nature of Counterinsurgency

II. Leader-Centric Warfare

III.Placing Indigenous Leaders

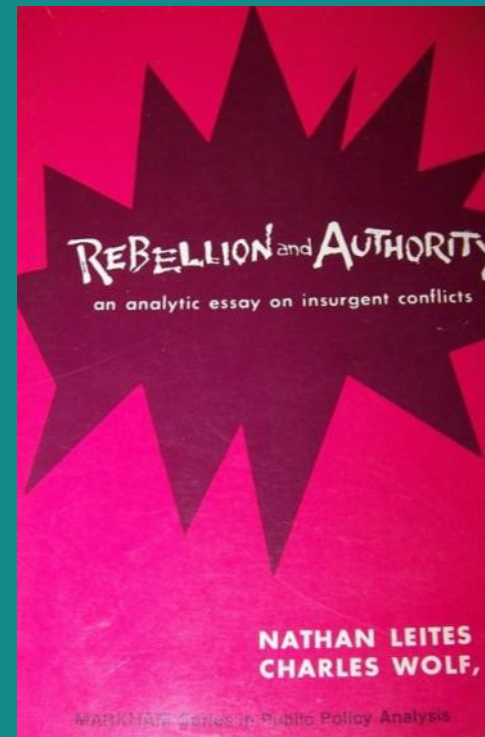
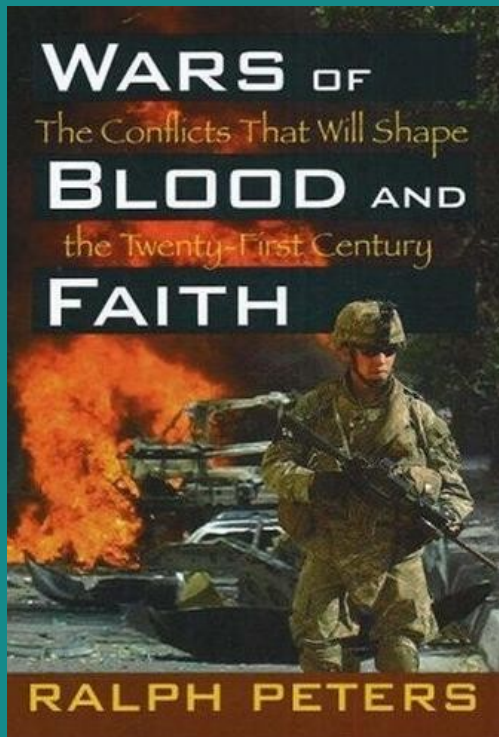
IV.Developing Indigenous Leaders

V. U.S. Leadership

VI.Conclusion

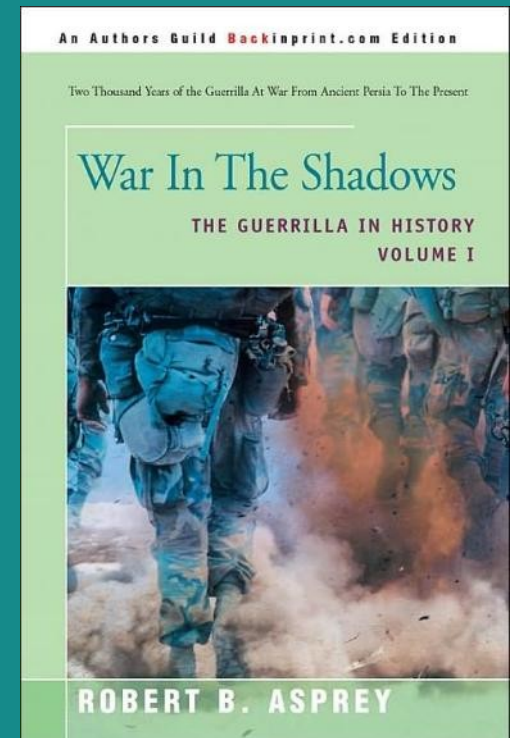
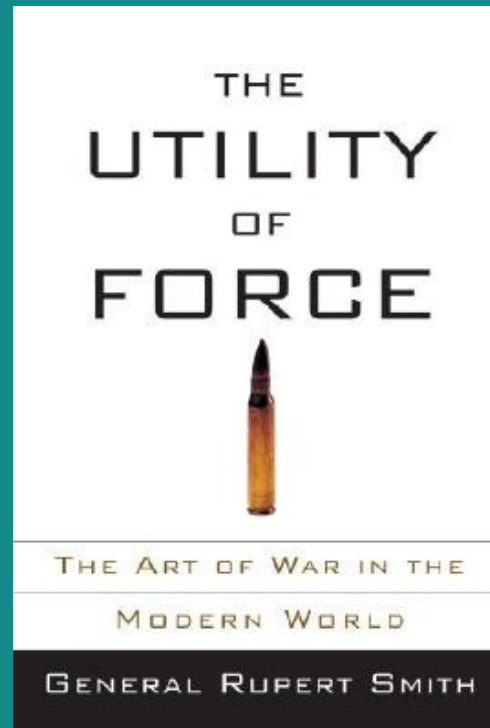
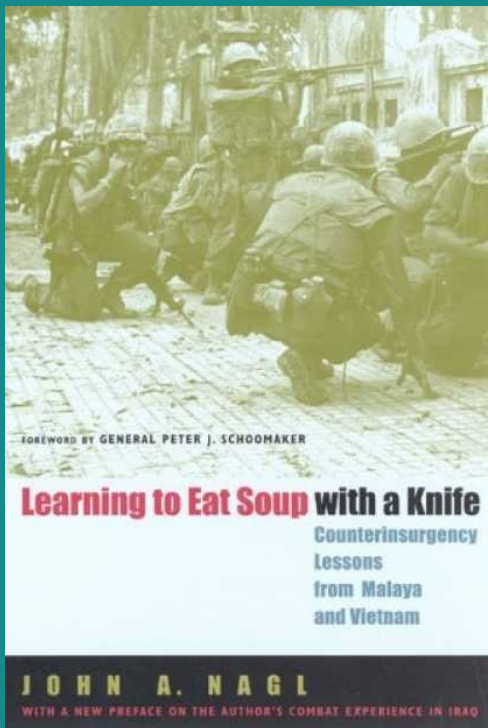
The Nature of Counterinsurgency

Enemy-Centric School



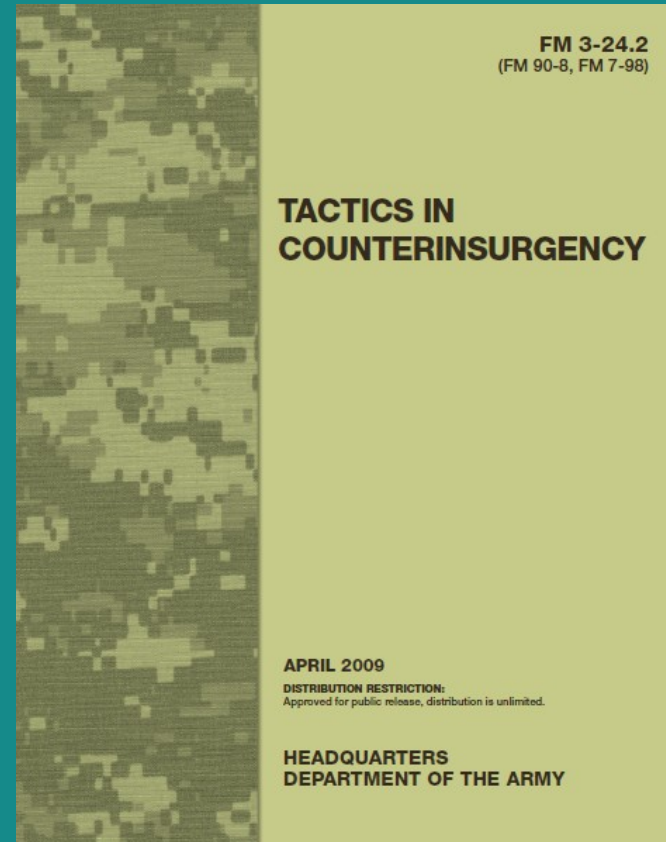
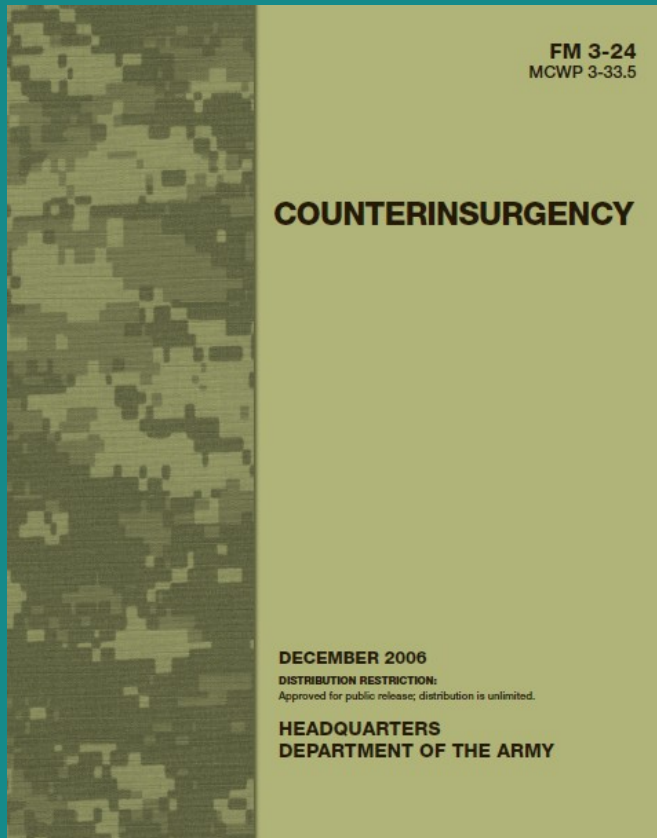
The Nature of Counterinsurgency

Population-Centric School



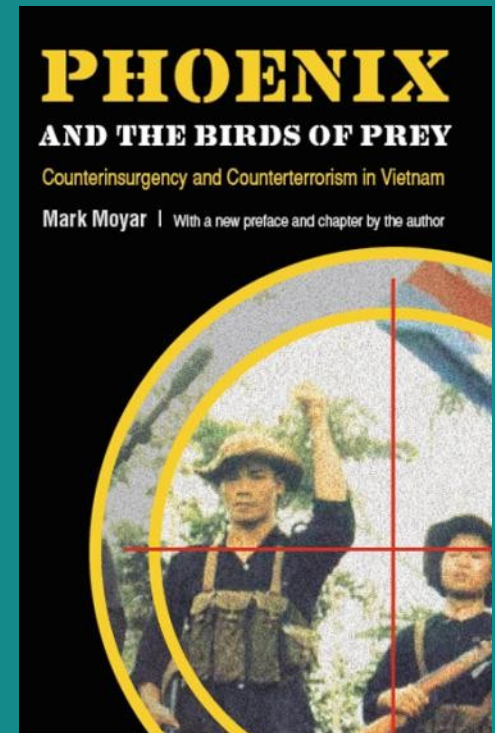
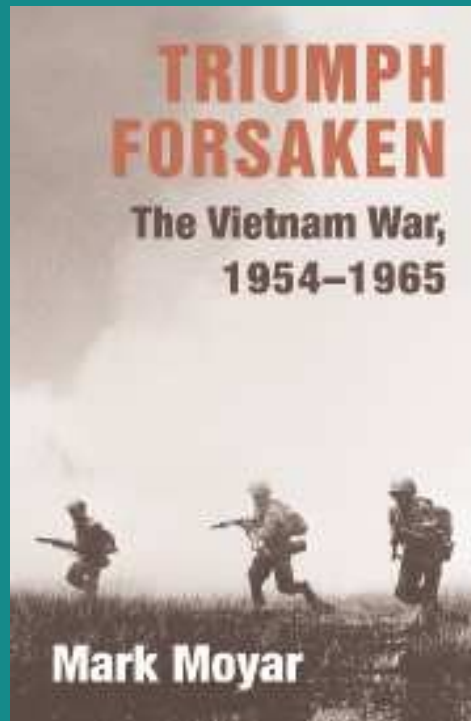
The Nature of Counterinsurgency

Quest for Methods



The Nature of Counterinsurgency

Leader-Centric School



The Nature of Counterinsurgency

Leader-Centric School

- People trump methods
- Enemy and population both crucial



The Nature of Counterinsurgency

Leader-Centric School

"[Leadership is] more important than equipment. It's more important than doctrine. It's more important even than ideology."

- General Stanley McChrystal
USA Today, 21 March 2010



The Nature of Counterinsurgency

Leader-Centric School

- Local leaders- battalion commander/district police chief and below
- Role of higher echelons



The Nature of Counterinsurgency

Leader-Centric School

- Contest among elites for popular support

Friendly

**ANSF
Commanders
Governors/Subg
ovs
Coalition
Commanders
Religious
Authorities**

Enemy

**Taliban
Commanders
Foreign Fighters**

Warlords

Mullahs

Fence Sitters

Elders

Maliks

Warlords

Smugglers

The Nature of Counterinsurgency

Leader-Centric School

- **Objective: Mobilize population to win over or destroy other elites**

Friendly

ANSF
Commanders
Governors/Subg
ovs
Coalition
Commanders
Religious
Authorities

Enemy

Taliban
Commanders
Foreign Fighters

Warlords

Mullahs

Fence Sitters

Elders

Maliks

Warlords

Smugglers

Leader-Centric Warfare

Ten Attributes of Effective COIN Leaders

- 1. Initiative**
- 2. Flexibility**
- 3. Creativity**
- 4. Judgment**
- 5. Empathy**
- 6. Charisma**
- 7. Sociability**
- 8. Dedication**
- 9. Integrity**
- 10. Organization**

Leader-Centric Warfare

Two Additional Key Leadership Factors

- Shared Identity
- Experience



The Nature of Counterinsurgency

Leader-Centric School

- **Leadership key to all facets**
 - **Corruption**
 - **Morale**
 - **Desertion Rates**
 - **Technical Competence**
 - **Maintenance**
 - **Human Rights Abuses**
 - **Intelligence Collection**

The Nature of Counterinsurgency

Leader-Centric School

- **Example – Philippine Insurrection, 1899-1902**

“It is a fact that the disposition of nearly every town in the archipelago depends upon the officer or officers who have been commanding in that town.”

- Henry T. Allen, chief of the Philippine Constabulary

The Nature of Counterinsurgency

Leader-Centric School

- Example - Vietnam



<u>Period</u>	<u>Leadership</u>	<u>Progress in COIN</u>
---------------	-------------------	-------------------------

1960-1961



1962-1963



1964-1967



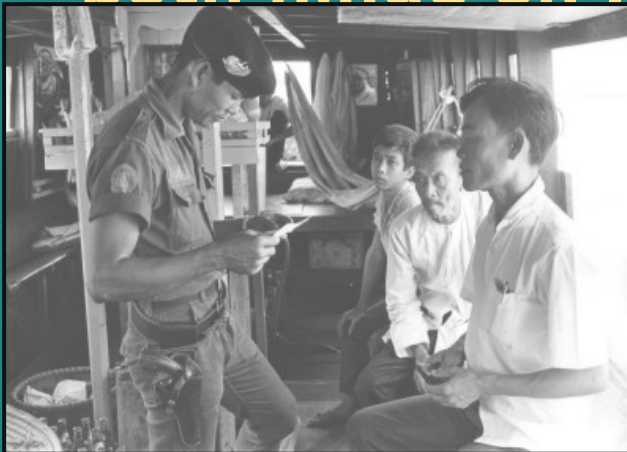
1968-1975



Leader-Centric Warfare

Determinants of Popular Support

- not major social, economic, political change
- security and virtuous basic governance
– both hinge on leadership



Leader-Centric Warfare

Importance of Destroying Enemy

- Only force will defeat hard core enemy
- Force can increase popular support
 - Often most important determinant
 - Iraq examples
- Discrimination in use of force
- Requires leadership

Leader-Centric Warfare

Importance of Offensive Operations

- Initiative
- Sanctuary Denial



**Gerald
Templer**



**Creighton
Abrams**



**David
Petraeus**

Leader-Centric Warfare

Importance of Offensive Operations

“I won’t tolerate a sanctuary anywhere in Helmand. I want to unhinge the Taliban psychologically - keep them on the run.”

**- Brigadier General Larry D. Nicholson,
March 2010**



Leader-Centric Warfare

Prioritization

1. Security
2. Governance
3. Everything else



Leader-Centric Warfare

Common Distractions

- Logistics

“The key ingredient, increasingly, has become Iraqi leadership rather than another heavy machine gun.... The decision of who should lead battalions or companies has proved to be the most important.”

- LTG David Petraeus, 2005

Leader-Centric Warfare

Common Distractions

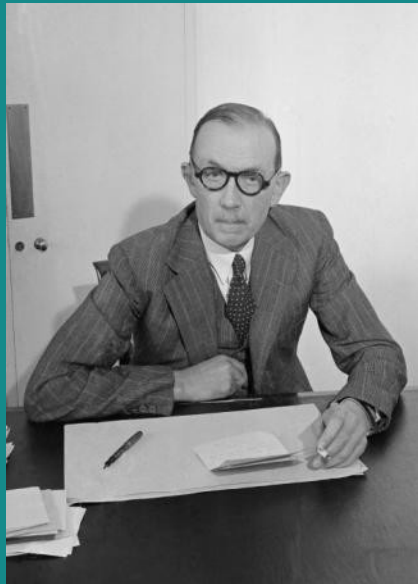
- Troop Numbers

“I started out looking at Vietnam as a problem in resource allocation, and ended up looking at Vietnam more as a problem in getting the right Vietnamese in the right job. It was much less a question of the size of the [South Vietnamese Army] or the size of the Vietnamese Civil Service than of the qualities of leadership.”

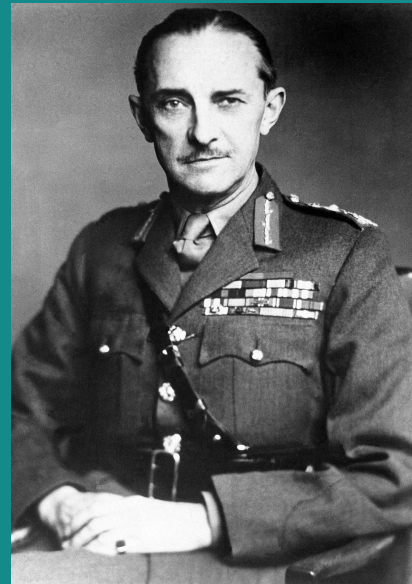
Leader-Centric Warfare

Common Distractions

- Paperwork (including Powerpoint)



Sir Henry Gurney



Sir Gerald Templer

Leader-Centric Warfare

Common Distractions

- Operations

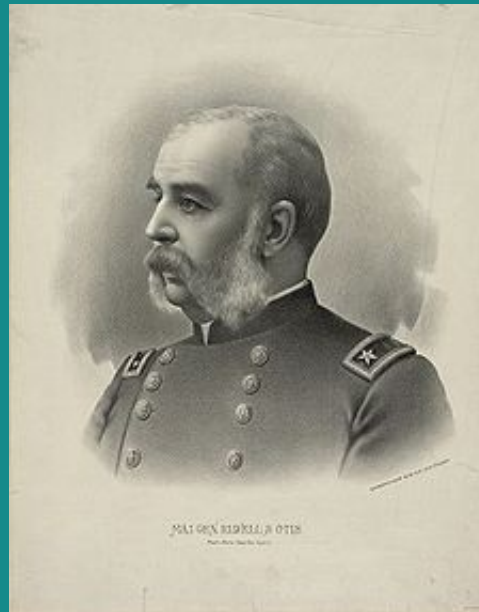


MOI Bernard Kerik

Leader-Centric Warfare

Common Distractions

- **Methods**



General Elwell S. Otis

Placing Indigenous Leaders

Replacement of Indigenous Commanders

Placing Indigenous Leaders

Replacement of Indigenous Commanders

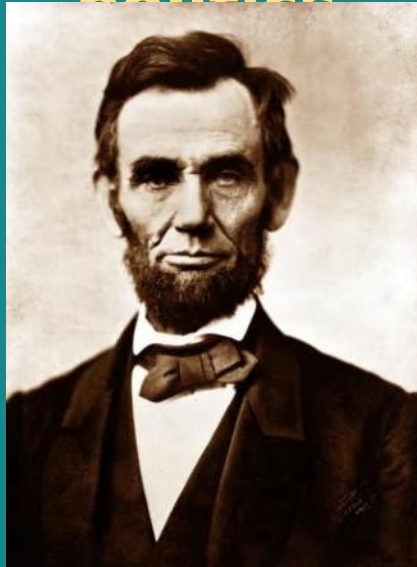
- Obstacles: Cronyism and nepotism



Placing Indigenous Leaders

Replacement of Indigenous Commanders

- Obstacles politics



Abraham Lincoln

Placing Indigenous Leaders

Command Selection - Indigenous Exemplars



Ramon Magsaysay

Placing Indigenous Leaders

Command Selection - Afghanistan Today



Abdul Rahim Wardak



**Mohammad Hanif
Atmar**

Placing Indigenous Leaders

Foreign Influence in Command Selection



**GEN William C.
Westmoreland**



L. Paul Bremer III

Placing Indigenous Leaders

Appraising Indigenous Commanders

- **Advisers**
- **Intelligence**
- **Dedicated Cells**



Placing Indigenous Leaders

Appraising Indigenous Commanders

- Local elites

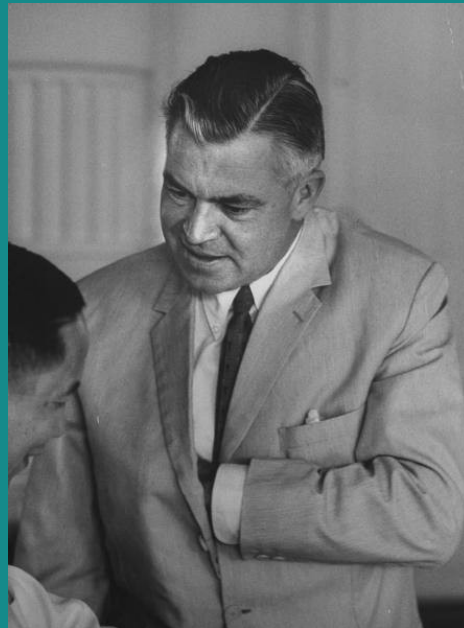


Placing Indigenous Leaders

Persuasion



Edward Lansdale



Frederick Nolting



Elbridge Durbrow

Placing Indigenous Leaders

Threats



**PM Nouri Al Maliki & GEN David
Petraeus**

Placing Indigenous Leaders

Threats



President Hamid Karzai

Placing Indigenous Leaders

Influencing Command Selection Process

- **World Bank and NATO in Afghanistan**



Placing Indigenous Leaders

Controlling Command Selection Process

- **Provincial Reconnaissance Units**



Developing Indigenous Leaders

Recruitment

- ANA
- ANP



Developing Indigenous Leaders

Training Quality

- ANA
- ANP



LTG William Caldwell

Developing Indigenous Leaders

Training Duration

- ANA
- ANP



Developing Indigenous Leaders

Time Requirements

- 10+ years



Developing Indigenous Leaders

Perils of acceleration

- El Salvador



Developing Indigenous Leaders

Perils of acceleration

- **Afghanistan**



Afghan Auxiliary National Police

Developing Indigenous Leaders

ANSF time requirements

- **President Karzai's Timeline**
- **ANA versus ANP**



Leadership Support

Foreign Command

- Malaya



Leadership Support

Foreign Command

- **Combined Action Platoons**



Leadership Support

Foreign Command

- Local Defense Initiative



Leadership Support

Foreign Partners

- **Command arrangements**
- **Partnering as substitute for advising**



Leadership Support

Promoting Afghan self-reliance

- **Must be balanced against leadership support**
- **Dangers of pushing too fast - Iraq**



U.S. Leadership

USA and USMC



U.S. Leadership

Counterinsurgency Leadership Survey

Q: US company and battalion commanders should be removed for poor performance

_____ .

	USA	USMC
Much more often than now	14%	12%
More often than now	45%	37%
As often as now	31%	42%
Less often than now	8%	0%
Much less often than now	0%	0%
Don't know/not applicable	2%	0%

U.S. Leadership

Matching officers to jobs

DESIRED CRITERIA	INITIAL CRITERIA
Initiative	Initiative
Flexibility	
Creativity	
Judgment	Judgment
Empathy	
Charisma	Charisma
Sociability	
Dedication	Dedication
Integrity	Integrity
Organization	Organization

U.S. Leadership

Matching officers to jobs



U.S. Leadership

US Military - STJ dominance

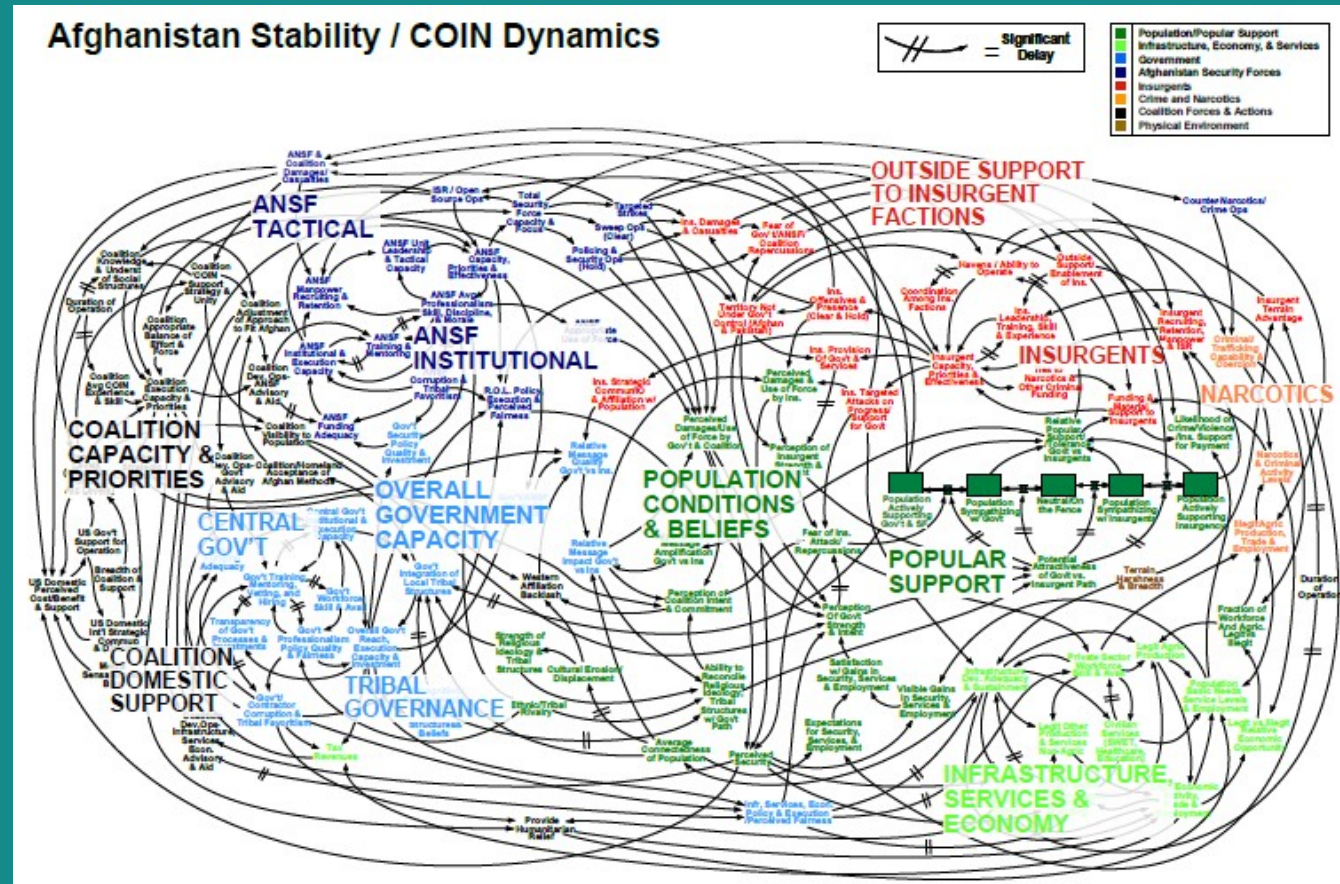
ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

U.S. Leadership

Sensing-Judging characteristics



Sensing-Judging characteristics



U.S. Leadership

Sensing-Judging organizations



U.S. Leadership

Sensing-Judging: risk aversion

Q: My service _____ risk-taking by company and battalion commanders.

	USA	USMC
Strongly encourages	4%	6%
Encourages	24%	52%
Neither enc. nor disc.	31%	9%
Discourages	33%	27%
Strongly discourages	8%	3%
Don't know/not applicable	0%	3%

U.S. Leadership

NTJ- Intuitive Thinking

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

U.S. Leadership

Intuitive-Thinking characteristics



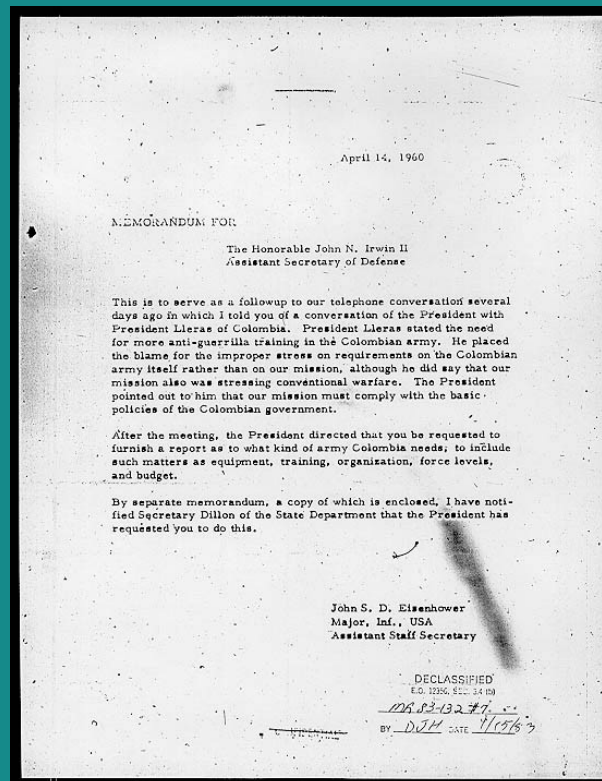
Warren Buffett



Sherlock Holmes

U.S. Leadership

Intuitive-Thinking characteristics



U.S. Leadership

Intuitive-Thinking organizations



U.S. Leadership

Weeding Out Intuitive-Thinking



U.S. Leadership

Struggle for the future of the US military



Questions



LEADER-CENTRIC WARFARE



Dr Mark Moyar
CGSC, MAY 2010